

A collection of symbolic objects is arranged on a light-colored surface. In the upper left, a portion of a chessboard with a checkered pattern and several chess pieces is visible. Below the chessboard, there are two medals: one with a red ribbon and a circular emblem, and another with a blue ribbon and a circular emblem. A pair of glasses with thin frames and a small red-tipped pen are also present. In the bottom left corner, a circular compass with a white face and black markings is visible.

Strategic Planning and Implementation

Tommy Rueckert
Solar Program Manager



External Program Drivers

- ◆ Administration Directives
 - National Energy Policy (NEP)
 - National Research Council (NRC) Report
 - National Academy of Public Administration (NAPA)
 - Strategic Performance Review (SPR)
- ◆ EERE/OPT Strategic Goals
 - CSP's unique contribution to energy portfolio
 - Synergy with other programs (e.g., PV, DER)
 - OPT analysis, EPRI tech characterizations, EIA



Internal Program Management

- ◆ Semi-Annual Laboratory Reviews
 - R&D and project status updates
- ◆ Quarterly CSP Industry Meetings
 - Project/market focus
- ◆ Monthly CSP M-Team Discussions
 - Made up of 2 DOE, 2 lab, 3 industry players
- ◆ Periodic Peer Reviews
 - March 1992, January 1997, November 2001

November 14, 2001



Critical Issue Reviews

- ◆ Dish/Stirling Power Systems
 - A.D. Little Report (1999)
- ◆ Optical Materials Review Panel
 - University-led Effort (2000)
- ◆ Heliostat Manufacturing Costs
 - A.D. Little Analysis (2001)
- ◆ National Research Council Report
 - Morse, A.D. Little, RDI Consulting (2001)



Strategic Planning

- ◆ 20 Yr. Strategic Plan (1996)
 - Established vision and long-term targets
 - 20,000 MW by 2020
- ◆ 5 Yr. Program Plan (1998)
 - Shift from technology- to applications-driven
 - Specific reliability and cost reduction goals
- ◆ 1 Yr. Annual Operating Plan (every year)
 - Direct input from industry and labs



Technology Roadmaps

- ◆ Parabolic Troughs (1999)
 - Fosters rebirth of U.S. trough industry
 - Highlights path to global competitiveness
- ◆ Dish Systems (2000)
 - Fosters collaboration between industry teams
 - Broadens applications to include CPV, others
- ◆ Power Towers (2001)
 - Industry effort directed at both first plant needs and long-term competitiveness



Program Implementation

- ◆ Annual Operating Plan
 - Industry input → SunLab perspective → DOE decision → Industry, SunLab feedback
- ◆ Metrics/Milestones
 - Government Performance and Results Act (GPRA)
 - Strategic Management System (SMS)
 - Internal SunLab Web-Based System
- ◆ Cash Flow Management
 - Funding letters; Costing and obligation issues



DOE Role: A Balancing Act

- ◆ Politics and Research
 - Aligning R&D goals with administration policy
- ◆ Industry and Labs
 - Balancing near-term industry goals with longer-term research needs
- ◆ Bottom Line: Serving the Public Interest
 - Maximizing leveraging opportunities
 - Funding the highest quality research